

September 27, 2006



Information Technology Management

American Forces Network Radio
Programming Decisions
(D-2006-117)

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Acronyms

AFIS	American Forces Information Service
AFN	American Forces Network
AFRTS	American Forces Radio and Television Service
AFN-BC	American Forces Network - Broadcast Center
ASD(PA)	Assistant Secretary of Defense (Public Affairs)
OIG	Office of Inspector General



INSPECTOR GENERAL
DEPARTMENT OF DEFENSE
400 ARMY NAVY DRIVE
ARLINGTON, VIRGINIA 22202-4704

September 27, 2006

MEMORANDUM FOR ASSISTANT SECRETARY OF DEFENSE (PUBLIC
AFFAIRS)
DIRECTOR, AMERICAN FORCES INFORMATION
SERVICE
DIRECTOR, AMERICAN FORCES NETWORK-
BROADCAST CENTER

SUBJECT: Report on American Forces Network Radio Programming Decisions
(Report No. D-2006-117)

We are providing this report for review and comment. We performed the audit in response to a congressional request. We considered management comments of this report when preparing the final report.

DoD Directive 7650.3 requires that all recommendations be resolved promptly. The Deputy Assistant Secretary of Defense for Internal Communications' comments were partially responsive. Although the Deputy Assistant Secretary of Defense agreed to update DoD Regulation 5120.20-R, she did not address whether the regulation would include the guidance specified in Recommendations 1.a. through 1.f. Therefore, we request that the Deputy Assistant Secretary of Defense for Internal Communications provide additional comments on Recommendations 1.a. through 1.f. by October 27, 2006. The Executive Director of the Defense Media Center comments were responsive.

If possible, please send management comments in electronic format (Adobe Acrobat file only) to Auddfs@dodig.mil. Copies of the management comments must contain the actual signature of the authorizing official. We cannot accept the / Signed / symbol in place of the actual signature. If you arrange to send classified comments electronically, they must be sent over the SECRET Internet Protocol Router Network (SIPRNET).

We appreciate the courtesies extended to the staff. Questions should be directed to Mr. Carmelo G. Ventimiglia at (317) 510-4801 (DSN 699-4801) ext. 275 or Mr. George C. DeBlois (317) 510-4801 (DSN 699-4801) ext. 273. See Appendix F for the report distribution. The team members are listed inside the back cover.

By direction of the Assistant Inspector General for Auditing:

A handwritten signature in black ink, reading "Paul J. Granetto", is positioned above the typed name.

Paul J. Granetto, CPA
Assistant Inspector General
Defense Financial Auditing
Service

Department of Defense Office of Inspector General

Report No. D-2006-117

September 27, 2006

(Project No. D2006-D000FI-0103.000)

American Forces Network Radio Programming Decisions

Executive Summary

Who Should Read This Report and Why? This report will be of interest to DoD personnel responsible for the selection and distribution of talk-radio programming to overseas U.S. Forces and their family members and military personnel serving onboard ships. The report discusses the controls and processes needed for establishing a diverse inventory of talk-radio programming on American Forces Network Radio.

Background. We performed the audit in response to a congressional request signed on November 4, 2005, from Representative Louise M. Slaughter and 23 of her colleagues. The representatives expressed concern regarding a delay by American Forces Network Radio in providing balanced talk-radio programming to U.S. Forces overseas and onboard ships. They requested that the Department of Defense Office of Inspector General examine the review process for the programming permitted on American Forces Network Radio and determine whether the application of the review process on conservative and progressive programming was objectively applied. The representatives also requested that we assess the diversity of the programs broadcasting on American Forces Network Radio.

The American Forces Information Service provides communications services to support the information needs of commanders and combat forces throughout the entire range of military operations and contingencies. The American Forces Information Service directs the American Forces Radio and Television Service and the American Forces Network-Broadcast Center. The American Forces Network-Broadcasting Center, the main broadcasting hub for American Forces Radio and Television Service, provides U.S. military commanders worldwide the unique means to communicate internal information directly to overseas U.S. Forces and their family members. American Forces Network Radio is the Component of the American Forces Network-Broadcast Center that provides a schedule of uninterrupted radio programming to U.S. Forces overseas. The radio programming also permits each American Forces Network affiliate to select talk-radio programs from the inventory for rebroadcast on local stations. Military Commanders use the affiliate stations to provide local command-related information to the listening audiences.

Results. American Forces Radio and Television Service managers objectively applied the review process in selecting political talk-radio programming on American Forces Network Radio. However, the American Forces Radio and Television Service did not provide diverse political talk-radio programs to American Forces Network Radio listeners until December 5, 2005, when it added “The Ed Schultz Show” and two other political talk-radio programs to the American Forces Network Radio inventory.

The American Forces Radio and Television Service did not document the decision making process used to review, select, and approve radio programming for broadcast on

American Forces Network Radio. As a result, American Forces Radio and Television Service personnel could not readily support the appropriateness of their radio programming decisions and ensure that they provided diverse programming to U.S. Forces stationed overseas. Further, the inability to adequately support decisions exposed DoD to unfavorable criticism from external sources such as Congress and the public media. The American Forces Radio and Television Service should update DoD Regulation 5120.20-R to establish the criteria for reviewing, selecting, approving, and preparing radio programs for broadcast; flowchart the decision making process; and identify the decision points and positions of authority responsible for making and approving programming decisions. The regulation should also address how to categorize the types of radio programming offered, define key terms, establish survey frequency, and develop policies for determining program diversity. The American Forces Network-Broadcast Center needs to establish and maintain files documenting its programming decisions and take steps to analyze and implement recommendations contained in the recent radio survey. See the Finding section for detailed recommendations.

Management Comments and Audit Response. The Deputy Assistant Secretary of Defense for Internal Communications¹ concurred with the recommendations and stated that the American Forces Radio and Television Service will update DoD Regulation 5120.20-R with radio programming decision making policy. However, she did not state whether the regulation would include the detailed policies, controls, and procedures needed to govern radio programming decisions. The Deputy Assistant Secretary of Defense for Internal Communications' comments are partially responsive. We request that the Deputy Assistant Secretary of Defense for Internal Communications provide additional comments to the final report by October 27, 2006.

The Executive Director, Defense Media Center² agreed to maintain written files of programming decisions and assess and develop an approach for implementing the recommendations of the recent radio survey in conjunction with the American Forces Radio and Television Service. See the Finding section of the report for a discussion of management comments and the Management Comments section of the report for the complete text of the comments.

¹ The Deputy Assistant Secretary of Defense for Internal Communications also serves as the Director, American Forces Information Service.

² The Executive Director of the Defense Media Center also serves as the Director, American Forces Network-Broadcast Center.

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Background

We performed the audit in response to a congressional request signed on November 4, 2005, from Representative Louise M. Slaughter and 23 of her colleagues. They requested that the DoD Office of Inspector General (OIG) examine the review process for the programming permitted on American Forces Network (AFN) Radio and determine whether the application of the review process on conservative and progressive programming³ was objectively applied. The representatives also requested that we assess the diversity of the programs broadcasting on AFN Radio. See Appendix B for a copy of the congressional request and Appendix C for our detailed responses to the issues raised in the congressional request.

American Forces Information Service (AFIS). As the principal DoD internal information organization, AFIS works directly for the Assistant Secretary of Defense (Public Affairs) (ASD[PA]). AFIS provides internal information to U. S. Forces, their families, and DoD civilians overseas about DoD:

- goals
- missions
- policies
- programs
- standards

The AFIS mission also includes providing high quality news, information, and entertainment programming; training all public affairs professionals; and providing communications management, distribution, and technical services to U.S. military commanders in support of their internal information objectives.

American Forces Radio and Television Service (AFRTS). AFRTS provides radio and television programs to almost 1 million Service members and their families and DoD civilians overseas. As a major means of keeping U.S. Forces and their families informed and entertained when they are far from home, AFRTS distributes these programs to affiliate stations and outlets by satellite and on video and audio tape through the mail. Affiliate stations locally produce their own command information programming. AFRTS presents programming that represents a cross section of what people in the U.S. would see and hear without censorship, propagandizing, or manipulation. The AFN-Broadcast Center (AFN-BC) has sole authority for obtaining programs from commercial radio and television networks and syndicators for broadcasting to U.S. Forces worldwide.

³ The use of the terms “conservative” and “progressive” in this report are as implied in the congressional request letter. The use of these terms does not constitute a value judgment of any radio programming by the DoD OIG.

AFRTS has television and radio outlets in more than 150 countries that range in size and capability from large radio and television facilities to small unmanned stations.

AFN Radio Programming. AFN-BC distributes radio entertainment programs acquired from commercial and public radio networks and syndicators on AFN Radio. AFN Radio provides music in seven different formats ranging from country to hard rock. AFN Radio also distributes voice radio consisting of international, national, and military radio news; commentary; talk-radio programs; and play-by-play sports. AFN Radio provides this service 24 hours a day, 7 days a week by satellite, shortwave radio, and through cable systems. Service members are able to hear talk-radio programming on the Voice Channel. The Voice Channel is one of the stations broadcast through both Direct-To-Home and Direct-To-Sailor satellite dish systems. In addition, AFN affiliate stations are able to select radio programs from the AFN broadcast inventory based on the listening audience's desires for rebroadcast on their local radio stations.

DoD Guidance. DoD Directive 5120.20, "Armed Forces Radio and Television Service," December 17, 1991, defines the responsibilities and policies of AFRTS. DoD Regulation 5120.20-R, "Management and Operation of Armed Forces Radio and Television Services," November 8, 1998, prescribes and establishes procedures for the administration and operation of all AFRTS outlets and functions. The regulation authorizes AFRTS affiliates to conduct formal and informal audience surveys to ascertain audience needs and reaction to AFRTS services. An internal document to the AFN-BC, "AFRTS Programming Services," February 2001, provides AFRTS operational policy and prescribes programming policies, distribution procedures, and the methods for handling the program services by AFRTS affiliate stations. That policy requires balance and diversity in television and radio programming.

Objectives

The overall audit objective was to examine the process used by DoD for permitting programming on AFN Radio and to determine whether that process was objectively applied to both politically conservative and politically progressive programming. We also analyzed the diversity of programs broadcasting on AFN Radio. See Appendix A for a discussion of the scope and methodology. See Appendix D for an explanation of terms used throughout the report.

Review of Internal Controls

DoD Directive 5010.38, "Management Control (MC) Program," August 26, 1996, and DoD Instruction 5010.40, "Management Control (MC) Program Procedures,"

August 28, 1996,⁴ require DoD organizations to implement a comprehensive system of management controls that provides reasonable assurance that programs are operating as intended and to evaluate the adequacy of controls.

AFIS internal controls were not adequate. We identified internal control weaknesses as described in DoD Instruction 5010.40 over the review process for the programming permitted on AFN Radio. AFIS did not have written policies, controls, and procedures for the radio programming decision making process. In addition, AFN-BC did not create and maintain written files to document radio programming decisions. The internal control weaknesses, although not material, prevented AFRTS personnel from readily supporting the appropriateness of radio programming decisions and ensuring that they provided diverse programming to U.S. Forces stationed overseas. Implementing Recommendations 1 and 2.a. will improve the review process for the programming permitted on AFN Radio.

⁴ Our review of internal controls was done under the auspices of DoD Directive 5010.38, "Management Control (MC) Program," August 26, 1996, and DoD Instruction 5010.40, "Management Control (MC) Program Procedures," August 28, 1996. DoD Directive 5010.38 was canceled on April 3, 2006. DoD Instruction 5010.40, "Managers' Internal Control (MIC) Program Procedures," was reissued on January 4, 2006.

Documentation of AFN Radio Programming Decisions

AFRTS did not document the decision making process used to review, select, and approve talk-radio programming for broadcast on AFN Radio. AFRTS managers had not identified the need to formally document the decision making process because they had not experienced any controversy regarding which programs they broadcast before a variety of political talk-radio programs became nationally syndicated on commercial radio. Therefore, they had developed an informal process for implementing their decisions. Specifically, AFRTS managers had not documented the:

- categories of talk-radio programming,
- criteria required for selecting balanced and diverse radio programming,
- approval authorities for radio programming decisions, and
- process required for obtaining programs for broadcast on AFN Radio.

As a result, AFRTS personnel could not readily support the appropriateness of their talk-radio programming decisions and ensure that they provided diverse programming to meet the needs of U.S. Forces stationed overseas. Further, the inability to readily support decisions exposed DoD to unfavorable criticism from external sources such as Congress and the public media.

AFN Talk-Radio Programming Decisions

AFRTS did not document the processes and procedures used for making objective programming decisions. Although AFRTS managers thoroughly explained the process used in making decisions, neither DoD Regulation 5120.20-R nor other AFRTS internal guidance documented the decision making process used to research, select, approve, and obtain talk-radio programming from commercial sources. The process for making talk-radio programming decisions should contain distinct tasks and decision points that personnel can formally document. The lack of a documented process significantly contributed to AFRTS' inability to provide support for its programming decisions and prompted others to question its programming decisions.

Voice Channel Programming Decisions

AFRTS had not established formal procedures for deciding which talk-radio programs to broadcast on the Voice Channel. AFRTS could not identify regulatory guidance that described AFRTS responsibilities, policies, or procedures in making radio programming decisions. However, AFRTS personnel described the procedures they used as well as the associated controls, policies, decision points, and approval levels. The personnel informed us that they accomplished the entire process without documenting decisions or approvals. Because documented procedures did not exist, we identified the specific tasks and approval points AFRTS used in making radio programming decisions.

To better understand the process we also requested that the Director of AFRTS, in coordination with the Director of AFN-BC, develop flowcharts identifying the decision points and the individuals responsible for making and approving programming decisions. The AFRTS managers identified two distinct processes; one for political talk-radio programs and one for all other types of radio programs. They explained that the time it took to make program decisions depended on the availability of the key individuals who had approval authority. AFRTS should update DoD Regulation 5120.20-R to identify the decision points and the position titles of those responsible for making and approving radio programming decisions. The availability of detailed guidance might have alleviated some of the criticism of the radio programming decision process. See Appendix E for the flowcharts showing the two decision processes.

Categories of AFN Talk-Radio Programming

DoD Regulation 5120.20-R did not document a method for categorizing the types of talk-radio programming offered in the AFN Radio broadcast inventory. Likewise, the regulation did not provide the criteria needed for AFRTS personnel to assess whether each category of programming provided AFN Radio listeners with balanced and diverse viewpoints. With the addition of political talk-radio programming to the AFN Radio inventory in early 1994, AFRTS needed to update the DoD guidance to establish clear definitions of what DoD considered politically conservative programming and politically progressive programming, and how it applied these terms to the various categories of talk-radio programming when assessing diversity. However, AFRTS had not defined diversity in political talk-radio programming. Instead, AFRTS personnel expressed a general consensus that diversity in programming meant making available various types of programs in five program categories. AFRTS managers understood that talk-radio programming required categorization, but the managers had not identified the need to establish these categories in formal policy. When asked, AFRTS personnel categorized their talk-radio programs using the description provided on the website of “Talkers Magazine,” a radio industry publication. The table shows a comparison of the percentage of each category of programming provided by AFN Radio before and after AFRTS managers made program changes in 2005.

Comparison of Voice Channel Programming by Category		
Category	May 2005 (Percentage)	December 2005 (Percentage)
News ¹	47.0	40.2
Sports and Sports Talk ²	24.0	25.0
General Interest/ Life Style ³	24.0	22.9
Political Talk ⁴	3.0	11.9
Miscellaneous ⁵	2.0	0.0
<p>1. News. This category includes the different news programming provided by the major broadcasting companies.</p> <p>2. Sports and Sports Talk. This category includes coverage of sporting events and sports talk shows such as “The Jim Rome Show.”</p> <p>3. General Interest/Life Style. This category includes shows that would be of interest to the general public, such as car repair, cooking shows, and relationship shows such as those featuring Dr. Laura Schlessinger and Dr. Joy Browne.</p> <p>4. Political Talk. This category includes shows that provide a political perspective as presented on “The Rush Limbaugh Show” and “The Ed Schultz Show.”</p> <p>5. Miscellaneous. This category includes short-form newscasts and features.</p>		

Defining diversity in the political talk-radio category seemed most appropriate because viewpoints expressed in those programs tend to be, by nature, controversial. Accordingly, the entire spectrum of political viewpoints should be considered when selecting political talk-radio programming for broadcast. The lack of documented programming categories with associated diversity criteria prompts Congress and others to question the balance and diversity of programming available on AFN Radio. In the future, AFRTS should use categories comparable to those used by the radio industry for its talk-radio programs. It should develop written policies to determine program diversity criteria for each category or explicitly state the category and circumstances when program diversity is not a consideration.

Selection of Talk-Radio Programming

AFRTS did not document the criteria used in selecting talk-radio programming for broadcast by AFN Radio. DoD guidance lacked detailed criteria that

managers could use in selecting programming for broadcast. AFRTS personnel stated that they considered three undocumented criteria when considering a talk-radio program for selection to broadcast on AFN Radio. The program must:

- be nationally syndicated;
- have more than 1 million listeners every week, as measured by industry standards; and
- provide a “touch of home” to listeners.⁵

Although AFRTS managers had not documented the selection criteria they used, they told us that they considered their criteria to be comparable with industry practices. However, managers could not provide documentation of the industry practices that supported this viewpoint. Although we did not find the undocumented criteria to be inappropriate, without formally documenting the criteria, the selection process lacked transparency and permitted others to interpret the process differently than AFRTS may have intended. AFRTS should establish the selection criteria for talk-radio programs and incorporate the criteria into DoD Regulation 5120.20-R.

Selection of Political Talk-Radio Programming. The sensitivity of political talk-radio programming caused Congress and others to question whether AFRTS had used consistent criteria in selecting programming. Prior to 2005, AFN Radio broadcast only one political talk-radio program. In 1994, AFN Radio began broadcasting the first hour of “The Rush Limbaugh Show” on the Voice Channel. Beginning in 2004, based on congressional inquiries concerning the diversity in radio programming, AFRTS personnel actively began searching for a political talk-radio program to balance the political viewpoints provided on AFN Radio. Although the number of nationally syndicated progressive political talk-radio programs had increased, none of the programs had more than 1 million listeners. A review of available documents indicated that the initial decision to select “The Ed Schultz Show” was made before documenting that the show had 1 million listeners. The Fall 2005 rating list in “Talkers Magazine,” identified “The Ed Schultz Show” and one other progressive talk-radio show as having at least 1 million listeners.

Objectivity in Selecting Programming. AFRTS managers used similar criteria for selecting conservative and progressive political talk-radio programming on AFN Radio. AFRTS personnel objectively applied their unwritten criteria to both types of political talk-radio programming. E-mail messages showed that AFRTS had conducted extensive research on which political talk-radio programs to choose. AFN Radio personnel presented programming options to higher level management for decision making purposes. Despite extensive political interest directed to AFRTS management to broadcast a particular program before it met the criteria of having more than 1 million listeners, AFRTS personnel added the program only after the show met the criteria. However, AFRTS should include its selection criteria in DoD Regulation 5120.20-R to prevent unwanted criticism and the potential for individuals circumventing the selection criteria because of political or departmental pressures.

⁵ AFRTS defined “a touch of home” as programming representative of the popular radio programs currently broadcasting in the United States.

Approval of Radio Programming Decisions

AFRTS did not document the approval process for adding radio programming to the AFN Radio broadcast inventory. DoD Regulation 5120.20-R did not identify the required levels of management that should approve the selection of talk-radio programming. Further, the guidance did not require that AFRTS personnel prepare and retain documentation showing the approval of programming decisions. Consequently, AFRTS did not have signed documentation identifying who or when they had granted approval to add programs to the AFN Radio broadcast inventory. AFRTS should develop controls that clearly identify and document the approval levels for radio programming. AFN-BC personnel should also maintain written files documenting the selection and approval of programming decisions.

AFRTS Approval Process. AFRTS managers approved radio programming decisions orally or through the use of e-mail messages. This method did not provide formal accountability for the decision making process. AFRTS personnel informed us that once a program met the selection criteria, they recommended the program for selection. Managers discussed recommended programming changes as part of their weekly meetings with the Director of AFN-BC, who approved or denied the programming changes. Once approved, the Director of AFN-BC presented the programming recommendation to the Director of AFIS for final approval after briefing and obtaining concurrence from the ASD(PA). However, the approving officials did not formally document these decisions.

Approval of “The Ed Schultz Show” for Broadcast. AFRTS followed an informal and undocumented approval process for selecting and approving “The Ed Schultz Show” for broadcast on AFN Radio. The informal nature of the approval process led to congressional and media criticism of an e-mail announcing the program’s start date and the subsequent decision not to broadcast the program on that date. AFRTS managers could support their claim that they had announced the start date before obtaining approval for the programming decision. On September 29, 2005, the Director of AFRTS held a teleconference with AFN-BC personnel and authorized the addition of “The Ed Schultz Show” to AFN Radio inventory on October 17, 2005. He also directed the Chief of the AFN Radio Division to inform the show’s syndicator of this decision. However, according to the undocumented approval process, the Director of AFRTS was not an approval authority. Discussion during the teleconference led all attendees to mistakenly understand that the Director of AFRTS was relaying a decision from the Director of AFIS. Therefore, after the meeting, AFRTS personnel took actions to add the show to the inventory and notified the show’s syndicator of their intention to begin broadcast of the show on October 17, 2005. E-mail traffic between October 5, and 17, 2005, showed resistance by AFIS personnel to adding the show without first briefing the ASD(PA). Ultimately, the Director of AFIS, made the decision to withhold the planned start date until she could brief the ASD(PA) and obtain approval. The Director of AFIS was unable to provide evidence identifying when the actual briefing to the ASD(PA) occurred.

However, in November 2005, she granted approval by e-mail to add “The Ed Schultz Show” and two other political talk-radio programs to AFN Radio inventory.⁶

Obtaining Programming for Broadcast

AFRTS did not document the procedures needed to obtain and prepare a program for broadcast on AFN Radio once the proper level of management had granted approval. Before broadcasting a program on AFN Radio, AFRTS had to obtain from the program’s syndicator a signed agreement to provide the programming at no charge to the Government and define the operational programming requirements needed to download the radio program for broadcast on AFN Radio. Although AFRTS personnel had not documented these requirements in DoD Regulation 5120.20-R, they used a consistent process for adding each of the three political talk-radio programs to the broadcast schedule on December 5, 2005. Documenting procedures will provide AFRTS managers with the ability to demonstrate that AFRTS personnel followed consistent procedures for obtaining and preparing programs for broadcast on AFN Radio.

Diversity of AFN Radio Programming

AFRTS managers did not base their 2005 radio programming decisions on listener survey results. AFRTS personnel stated their mission was to provide programming which their overseas listeners desired. Therefore, we expected that periodic surveys would have been part of the normal review process. However, until it commissioned a survey that began in January 2006, AFRTS had not conducted a detailed radio survey in more than 3 years. To assist AFRTS in determining which radio programs to broadcast, it should have used worldwide surveys to determine what its audiences wanted to hear. With the constant turnover of overseas personnel, AFRTS should conduct surveys on a frequent basis.

AFRTS 2006 Survey Results. The Lund Consultants to Broadcast Management Inc. issued the “AFRTS Worldwide Radio Management Analysis,” April 28, 2006. They conducted this survey from January through April 10, 2006. The survey noted that AFRTS had begun offering three new political talk-radio programs on December 5, 2005, but that only a few affiliate stations had made any changes to their schedules to offer these programs. The survey also noted that talk-radio programs were not very popular with AFN Radio audiences. Overseas personnel enjoy this format far less than the general listening audience in the United States. The survey showed that 34 of the 60 affiliate stations broadcast only music or locally developed programming. Among the 60 affiliate stations, 26 broadcast 1 or more of the 4 political talk-radio programs from the AFN-BC inventory as part of the weekday schedule. All 26 stations carried “The Rush Limbaugh Show.” The survey also showed that:

⁶ AFN-BC added “The Sean Hannity Show,” “The Ed Schultz Show,” and “The Al Franken Show” to the AFN Radio inventory on December 5, 2005.

-
- 10 affiliate stations carried “The Ed Schultz Show,”
 - 2 affiliate stations carried “The Sean Hannity Show,” and
 - 3 affiliate stations carried “The Al Franken Show.”

AFRTS personnel told us that several affiliate stations were awaiting the results of the Lund Survey to make programming changes. The survey showed that only 12 of the 26 affiliate stations carried both a progressive and conservative political talk-radio program. The survey report made recommendations as to how AFRTS should achieve diversity in broadcasting political talk-radio programming in the future. One recommendation was for AFRTS to take more control over the programming of the affiliate stations. Because the April 2006 survey results indicated that AFN Radio listeners did not frequently listen to talk-radio programs, AFRTS may eventually decide to modify the political talk-radio programs it offers. The Director of AFN-BC should take steps to assess and implement survey recommendations to assist AFRTS in providing the Voice Channel and affiliate stations with a diverse and balanced radio programming inventory, including political talk-radio programs.

Control Over Programming Diversity. AFRTS had the responsibility to provide a diverse inventory of programming for use by the affiliate stations. However, AFRTS did not provide diversity in political talk-radio until December 5, 2005, when it added one conservative and two progressive political talk-radio programs to the Voice Channel. Even though AFRTS managers recommended that affiliate stations provide both types of programs to radio listeners, several of the affiliate stations had not chosen to broadcast both types of political talk-radio programming. AFRTS did not exercise direct control over what programs the affiliate stations chose for broadcast. Consequently, the local affiliate station managers determined the categories of programs and their broadcast times. Military Department Broadcast Services said AFN affiliate stations based their programming selections on the results of local surveys. Affiliate stations selected programs to reach the largest audience possible for disseminating command information. Therefore, AFRTS had to factor in these other considerations when choosing radio programming.

Summary

AFRTS did not document its procedures for identifying, selecting, approving, obtaining, and preparing radio programs for broadcast. AFRTS personnel conducted these procedures on an informal basis and did not maintain documentation to support their programming selections. The lack of documented procedures subjected the AFRTS decision making process to increased criticism and prompted others to question these decisions. Further, by not documenting procedures, AFRTS allowed for misinterpretation of its programming selection process. AFRTS must update DoD Regulation 5120.20-R and identify the policies, procedures, and controls for making radio programming decisions. AFRTS must also clearly identify and document the approval of programming decisions.

Recommendations, Management Comments, and Audit Response

1. We recommend that the Director, American Forces Information Service, in conjunction with the Director, American Forces Radio and Television Service, update DoD Regulation 5120.20-R to provide written policies, controls, and procedures for the radio programming decision making process. The guidance should:

a. Establish criteria and documentation requirements for reviewing, selecting, approving, and preparing radio programs for broadcast.

b. Incorporate the newly developed flowcharts of the American Forces Network Radio decision making process. Identify the decision points and the positions of authority responsible for making and approving programming decisions.

c. Categorize, in ways comparable to the radio industry, the types of radio programming offered on American Forces Network Radio and develop policies for determining program diversity in each category or explicitly state the categories and circumstances when program diversity is not a consideration.

d. Define key terms such as program diversity, balanced programming, progressive programming, and conservative programming.

e. Establish the responsibilities and documentation requirements for each approval level engaged in making radio programming decisions.

f. Establish the frequency for conducting audience surveys to help ensure that U.S. Forces overseas receive radio programming that meets their needs.

Management Comments. The Deputy Assistant Secretary of Defense for Internal Communications concurred and stated that DoD Regulation 5120.20-R will be updated to provide written policies, controls, and procedures for the radio programming decision making process.

Audit Response. The Deputy Assistant Secretary of Defense for Internal Communications comments are partially responsive. Although she agreed to update DoD Regulation 5120.20-R, she did not address whether the regulation would include the guidance specified in Recommendations 1.a. through 1.f. We request that the Deputy Assistant Secretary of Defense for Internal Communications provide additional comments in response to the final report.

2. We recommend that the Director, American Forces Network-Broadcast Center:

a. Create and maintain written files to document radio programming decisions.

Management Comments. The Executive Director, Defense Media Center concurred and stated that the AFN-BC had updated its program acquisition procedures by adding a process to create and maintain written files of AFN Radio programming decisions.

b. Assess the Lund Survey and implement survey recommendations that will provide the Voice Channel and affiliate stations with a diverse and balanced radio programming inventory, including political talk-radio programs.

Management Comments. The Executive Director, Defense Media Center concurred and stated that the AFN-BC will meet with the AFRTS in the first quarter of FY 2007 to assess recommendations made in the Lund Survey and develop an approach for programming political talk-radio programs on AFN Radio. Although not required to comment, the Deputy Assistant Secretary of Defense for Internal Communications also agreed to assess the recommendations made in the Lund Survey.

Appendix A. Scope and Methodology

We performed this audit in response to a congressional request from Representative Louise M. Slaughter and 23 of her colleagues. (See Appendix B for a copy of the formal request letter.) The congressional request expressed particular concerns about delays in providing balanced (conservative versus progressive) viewpoints on AFN Radio. Therefore, we concentrated on the AFN-BC procedures used for identifying, selecting, approving, and obtaining political talk-radio programs for broadcast on AFN Radio. We reviewed the process used by AFN-BC to select radio programming for the AFRTS broadcast inventory. We assessed whether AFN-BC applied the review process consistently when selecting political talk-radio programs. We also attempted to assess the diversity of the programming provided by AFN Radio before and after December 2005. We performed this audit from January 2006 to July 2006 in accordance with generally accepted government auditing standards.

We visited and interviewed personnel at Headquarters, AFIS, Alexandria, Virginia; AFN-BC, Riverside, California; the Army Broadcasting Service, Alexandria, Virginia; and the Navy Broadcast Service, Washington, D.C. We also visited and interviewed individuals at Jones Radio Network, the syndicator of “The Ed Schultz Show.” We conducted a telephone interview with personnel at the Air Force Broadcast Center, San Antonio, Texas. We reviewed information on the Internet website of “The Ed Schultz Show” and other political talk-radio hosts to determine their political viewpoint.

We examined and evaluated DoD and AFRTS regulations and an internal programming procedure document and compared them to the processes as explained in interviews of AFRTS personnel. We reviewed and evaluated e-mail messages and other documentation that AFIS and AFRTS personnel gave us to corroborate support for information furnished during interviews, including the program review process, programming decisions, programming classifications, program diversity, and censorship policies. We summarized the controls, processes, and decision and approval points into two flow charts (Appendix E) and obtained AFRTS management clarification and concurrence with our understanding of the process. We examined the processes and events surrounding the AFRTS announcement to add “The Ed Schultz Show” to AFN Radio in October 2005. We also examined how AFRTS applied the review process to the three political talk-radio programs added to AFN Radio in December 2005. We reviewed copies of the broadcast agreements for the three political talk-radio programs as well as for the conservative talk-radio program that had been in the broadcast inventory since January 1994. We attempted to determine the diversity of the programming inventory by program category.

We conducted telephone interviews with staffers of the Offices of Senators Tom Harkin and Byron L. Dorgan to better understand the methodology used and the support for the data presented in letters and news articles attributed to the Senators related to talk-radio programming.

Use of Computer-Processed Data. We did not use computer-processed data to perform this audit.

Government Accountability Office (GAO) High Risk Area. GAO has identified several high-risk areas in DoD. This audit did not correlate to any of the high-risk areas.

Prior Coverage

GAO and the DoD IG have not issued reports on this matter during the last 5 years.

Appendix B. Congressional Request

**Congress of the United States
Washington, DC 20515**

November 4, 2005

Mr. Thomas F. Gimble
Acting Inspector General
U.S. Department of Defense
400 Army Navy Drive
Arlington, VA 22202-4704

Dear Mr. Gimble,

We are writing to express our concerns regarding the Department of Defense's refusal to carry "The Ed Schultz Show" on the American Forces Network (AFN) Radio as scheduled, and to ask that you launch an immediate investigation into the Pentagon's delay in providing balanced programming on AFN Radio.

The current AFN Radio schedule includes radio programming by well-known, right-wing talk show hosts including Dr. Laura Schlessinger and Rush Limbaugh. We strongly support soldiers' access to social and political commentary; however, we are troubled by the apparent lack of diverse views available on AFN Radio. In addition, efforts to include progressive programming appear to be constantly stymied by overtly burdensome review processes and miscommunications.

Last month, an e-mail received by Jones Radio, the distributor of "The Ed Schultz Show," from the Chief of the Radio Division for AFN, stated, "AFN Radio has squared away everything on our end to begin carrying the first hour of 'The Ed Schultz Show' each day, beginning Monday, October 17, 2005." However, at 7:00 a.m. on October 17, the producer of Mr. Schultz's program received a phone call from the Pentagon's Deputy Assistant Secretary for Internal Communications, Allison Barber, informing him that the program had been pulled from AFN Radio's schedule without offering any explanation.

To date, the Department of Defense has denied allegations that the debut of Mr. Schultz's show was cancelled due to political motivations or in retribution for comments the host made in the days prior to the scheduled launch of "The Ed Schultz Show." In those comments, Mr. Schultz criticized the Department of Defense and Ms. Barber for staging a video conference press event between the President and US troops. Instead, the Department has since claimed that it is continuing to review a number of programs in an attempt to provide more diversity to AFN Radio. We are concerned that the length of the program review process is unnecessarily impeding our troops' access to balanced, diverse programming. In addition, we are worried that the review process utilized for the selection of progressive programming is more stringent than that used for conservative programming.

Department of Defense regulation states the programming on the American Forces Radio and Television Service is "provided without censorship, propagandizing, or

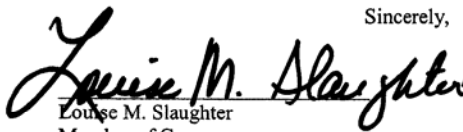
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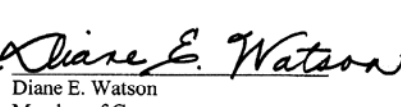
manipulation.” Given the lack of diversity, we are concerned that this regulation is not being obeyed. In your Mission Statement as Inspector General, you describe your role “as an extension of ‘the eyes, ears, and conscience’ of the Secretary.” It is, therefore, critical that you conduct an investigation into the motivation behind canceling Mr. Schultz’s program, and the continued delay in providing progressive programming on AFN Radio.

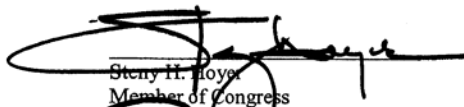
We cannot in good conscience ask the soldiers who are already sacrificing so much to also give up access to diverse views. The need to provide our deployed servicemen and women with more diverse programming has been recognized and supported by Congress. The Pentagon must do its part to ensure that our troops are not asked to sacrifice their freedom of information while they are in service to our nation. We ask that you do your part by examining the review process for all programming permitted on AFN Radio. In addition, we request that you investigate the application of the review process on conservative and progressive programs to determine if it is objectively applied, and provide an analysis of the diversity of programs currently broadcasting on AFN Radio.

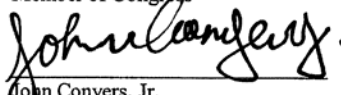
We appreciate your attention to this request, and we await your response.

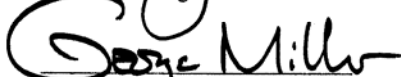
Sincerely,

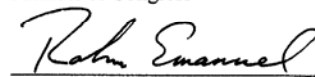

Louise M. Slaughter
Member of Congress

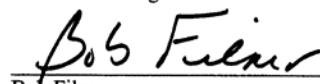

Diane E. Watson
Member of Congress

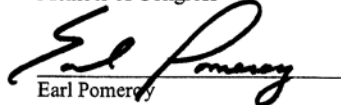

Steny H. Hoyer
Member of Congress

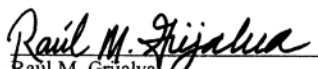

John Conyers, Jr.
Member of Congress


George Miller
Member of Congress

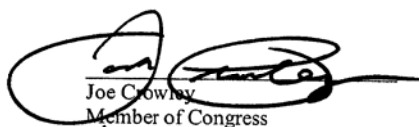

Rahm Emanuel
Member of Congress


Bob Filner
Member of Congress

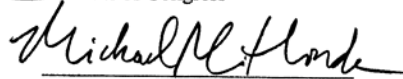

Earl Pomeroy
Member of Congress


Raul M. Grijalva
Member of Congress

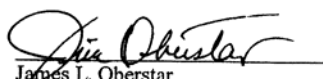

Barbara Lee
Member of Congress



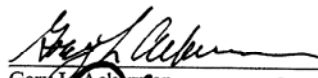
Joe Crowley
Member of Congress



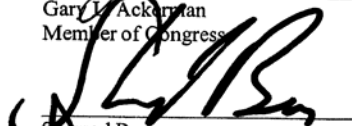
Michael M. Honda
Member of Congress




James L. Oberstar
Member of Congress



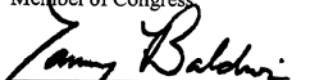
Gary L. Ackerman
Member of Congress



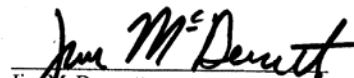
Sherrod Brown
Member of Congress



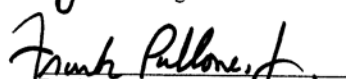
Rick Boucher
Member of Congress



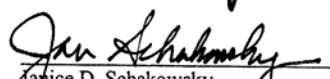
Tammy Baldwin
Member of Congress



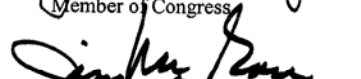
Jim McDermott
Member of Congress



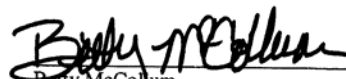
Frank Pallone, Jr.
Member of Congress



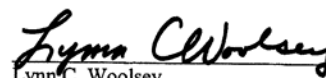
Janice D. Schakowsky
Member of Congress



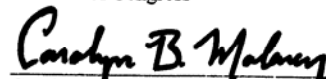
James P. McGovern
Member of Congress



Betty McCollum
Member of Congress



Lynn C. Woolsey
Member of Congress



Carolyn B. Maloney
Member of Congress

Appendix C. Response to Issues in the Congressional Request

Representative Louise M. Slaughter and 23 of her colleagues requested that the Acting DoD IG examine the review process for the programming permitted on AFN Radio and determine whether the application of the review process on conservative and progressive programming was objectively applied. The representatives also requested that we assess the diversity of the programs broadcasting on AFN Radio. We concluded that AFRTS managers objectively applied the review process in selecting political talk-radio programming on AFN Radio. However, AFRTS did not provide diverse political talk-radio programs to AFN Radio listeners until December 5, 2005, when it added “The Ed Schultz Show” and two other political talk-radio programs to the AFN Radio inventory. The congressional representatives also raised other issues in their request. Our detailed response to each of those issues follows.

Issue 1. DoD refused to carry “The Ed Schultz Show” on the AFN Radio.

Response. AFRTS did not refuse to carry “The Ed Schultz Show.” The show was delayed from the scheduled debut date (October 17, 2005) because AFRTS did not have final approval from the ASD(PA) for airing the show. In addition, AFRTS did not yet have a signed agreement from the radio show’s syndicator. AFRTS requires signed agreements that set forth the broadcasting guidelines and limitations. There was no indication that the delay to carry the program was directly related to an alleged incident relating to the involvement of the Deputy Assistant Secretary of Defense for Internal Communications in staging a video teleconference press event between the President and U.S. troops. In November 2005, the Deputy Assistant Secretary of Defense for Internal Communications granted approval to add “The Ed Schultz Show” and two other political talk-radio programs to AFN Radio. The agreement for “The Ed Schultz Show” was signed on November 11, 2005. The shows were added to the broadcast inventory on December 5, 2005.

Issue 2. The Pentagon delayed providing balanced programming on AFN Radio.

Response. Before 2005, AFN Radio broadcast only one political talk-radio program. In 1994, AFN Radio began broadcasting the first hour of “The Rush Limbaugh Show” on the Voice Channel. Beginning in 2004, based on congressional inquiries concerning the diversity in radio programming, AFRTS personnel actively began searching for a political talk-radio program to balance the viewpoints provided on AFN Radio. Although the number of nationally syndicated progressive political talk-radio programs had increased, none of the programs had more than 1 million listeners. The Fall 2005 rating list in “Talkers Magazine,” publicized that “The Ed Schultz Show” and one other progressive talk-radio show had at least 1 million listeners. After AFRTS obtained the proper approvals for “The Ed Schultz Show” and completed final arrangements, AFN-BC made the additional political talk-radio shows available in the programming inventory. We recommend that DoD guidance define terminology such as “balanced” programming in the context of shows that are in the AFN Radio inventory.

Issue 3. There was an apparent lack of diverse political views available on AFN Radio.

Response. AFRTS had not adequately defined diversity in political talk-radio programming. In addition, DoD guidance did not define terminology such as “diversity” in radio programming. AFRTS personnel expressed a general consensus that diversity in programming meant availability of various types of programs in five program categories. With the addition of political talk-radio programming to the AFN Radio inventory in early 1994, AFRTS needed to update the DoD guidance to establish clear definitions of what DoD considered “conservative” or “progressive” programming and how it applied this terminology to the various categories of talk-radio programming when assessing diversity. We recommend that DoD guidance define terminology such as “diversity” in radio programming.

Issue 4. Efforts to include progressive programming appeared to have been stymied by overtly burdensome review processes and communications.

Response. AFRTS did not document its procedures for identifying, selecting, approving, obtaining, and preparing radio programs for broadcast. However, AFRTS personnel were able to describe the procedures they used as well as the associated controls, policies, decision points, and approval levels. We recommend that AFRTS update DoD Regulation 5120.20-R to provide written policies, controls, and procedures for the radio programming decision making process. When documenting the policies, procedures, and controls, AFRTS personnel may identify ways to improve or streamline the process for making radio programming decisions. We did not find that AFRTS’ review processes and communications prevented timely inclusion of progressive programming to the program inventory.

Issue 5. The program review process was unnecessarily impeding our troops’ access to balanced and diverse programming.

Response. The length of the program review process did not unnecessarily impede our troops’ access to variety of radio programming. AFN Radio distributed a wide variety of radio programs to U.S. troops stationed overseas. Radio programming consisted of international, national, and military radio news; commentary; talk-radio programs; and play-by-play sports. Service members were able to hear talk-radio programming on the Uninterrupted Voice Channel. AFN affiliate stations also broadcast radio programs from the AFN broadcast inventory based on the listening audience’s desires. Beginning in 2004, AFRTS personnel actively began searching for a political talk-radio program to balance the viewpoints provided on AFN Radio. Although the number of nationally syndicated progressive political talk-radio programs had increased, none of the programs had more than 1 million listeners, which was one selection criterion. However, a review of available documents indicated that the initial decision to select “The Ed Schultz Show” was made before documenting that the show had 1 million listeners. It was not until the Fall 2005 rating list in “Talkers Magazine,” identified “The Ed Schultz Show” and one other progressive talk-radio show as programs with at least 1 million listeners. AFRTS added two progressive talk-radio programs and an additional conservative political talk-radio program approximately 6 weeks after October 17, 2005. On December 5, 2005, AFRTS completed all operational requirements to add programming to the AFN Radio.

Issue 6. The review process used for the selection of progressive programming was more stringent than that used for conservative programming.

Response. AFRTS managers used similar criteria for selecting the conservative and progressive political talk-radio programming that was added to AFN Radio in December 2005. AFRTS personnel objectively applied their unwritten criteria to both conservative and progressive political talk-radio programming while trying to provide an equal number of diverse political viewpoints to AFN Radio listeners. The Fall 2005 rating list in “Talkers Magazine” indicated that programs identified as progressive talk-radio shows, hosted by Al Franken and Ed Schultz, attained 1 million listeners in the Spring of 2005. Both programs identified as conservative talk-radio shows, hosted by Rush Limbaugh and Sean Hannity, had more than 10 million listeners in the Fall 2005 edition of “Talkers Magazine.” We did not attempt to review the process used in 1994 to add “The Rush Limbaugh Show” to AFN Radio.

Issue 7. The DoD Regulation states that the programming on the AFRTS is provided without censorship, propagandizing, or manipulation. Given the lack of diversity, we are concerned that this regulation is not being obeyed.

Response. We did not find any indication that AFRTS did not follow DoD Regulation 5120.20-R, “Management and Operation of Armed Forces Radio and Television Services,” November 8, 1998. The Regulation addresses political programming requiring AFRTS to provide equal programming time for political candidates. It does not specifically address the diversity of radio programming for political talk-radio programming. We recommend that AFRTS update DoD Regulation 5120.20-R to provide written policies, controls, and procedures for the radio programming decision making process.

Appendix D. Glossary of Terms

Affiliate. An affiliate station is any AFRTS-manned outlet authorized by the Director, AFRTS to disseminate radio or television programming associated with a network operation.

Air Force Broadcasting Service. The Air Force Broadcasting service provides the centralized management element within the Air Force for the operation and maintenance of AFRTS affiliate stations under the control and jurisdiction of the Air Force.

Army Broadcasting Service. As a field operating agency of the Office of the Secretary of the Army, Chief of Public Affairs, the Army Broadcasting Service is responsible for management and control of manpower, fiscal, equipment, maintenance, and engineering resources necessary to sustain Army AFRTS broadcast operations.

Cable Systems. A cable system, provides a capability to distribute AFRTS radio and television signals or other programming to military installations, Government-owned and leased housing, and in an expanded autonomous geographic area such as a large U.S. Military installation in an area of responsibility. A cable system may be wireless or consist of physical cables.

Censorship. Censorship is the intentional withholding or editing of news, information, and entertainment programming, which command cannot support with legitimate host-country sensitivities or by broadcast restrictions imposed by program owners.

Direct-to-Home Satellite. Direct-to-Home Satellite is the method of receiving AFRTS satellite services using small satellite dishes installed on individual users' property. Direct-to-Home uses set-top decoders capable of receiving multiple channels of television and radio.

Direct-to-Sailor Satellite. "Direct-to-Sailor Satellite," commonly called "DTS," includes satellite-delivered AFN-BC and certain Navy programming services for ships at sea. DTS service consists of two television channels and three radio services in alternating formats. A data channel also delivers an abbreviated daily newspaper and other information. DTS also serves as a backup-programming source to land-based outlets and as the primary AFRTS programming source at some remote locations.

Manipulation. Manipulation is the intentional adapting, changing, modifying, tampering or editing of news, information, and entertainment programming, when command cannot support such action with legitimate host-country sensitivities or by broadcast restrictions imposed by program owners.

Political Talk-Radio. A political talk-radio program presents a political viewpoint on events from the host's personal perspective. Political talk-radio hosts usually have a specific political viewpoint. The political viewpoint of a talk-radio host is identifiable by his/her general reputation in the mass media and the information on the host's Internet website.

Shortwave Radio. AFRTS uses shortwave radio frequency to broadcast in combat zones.

Syndicator. A syndicator distributes commercial radio or television programs.

Unmanned Station. An unmanned AFRTS service consists of a receive-only satellite dish and provides television and radio news, information, and entertainment programming directly from AFRTS. This service requires no additional manpower and provides no local internal information.

Voice Channel. The AFRTS Voice Channel features a schedule of military and network news, talk-radio, and public affairs and information broadcasts, 24 hours a day, 7 days a week.

Appendix E. Program Decision Making Process

AFRTS managers identified the steps required to identify, select, approve, and obtain programming for broadcast on AFN Radio. These procedures were not documented in AFRTS or other DoD regulations. Figure E-1 shows the steps required to air most radio programs.

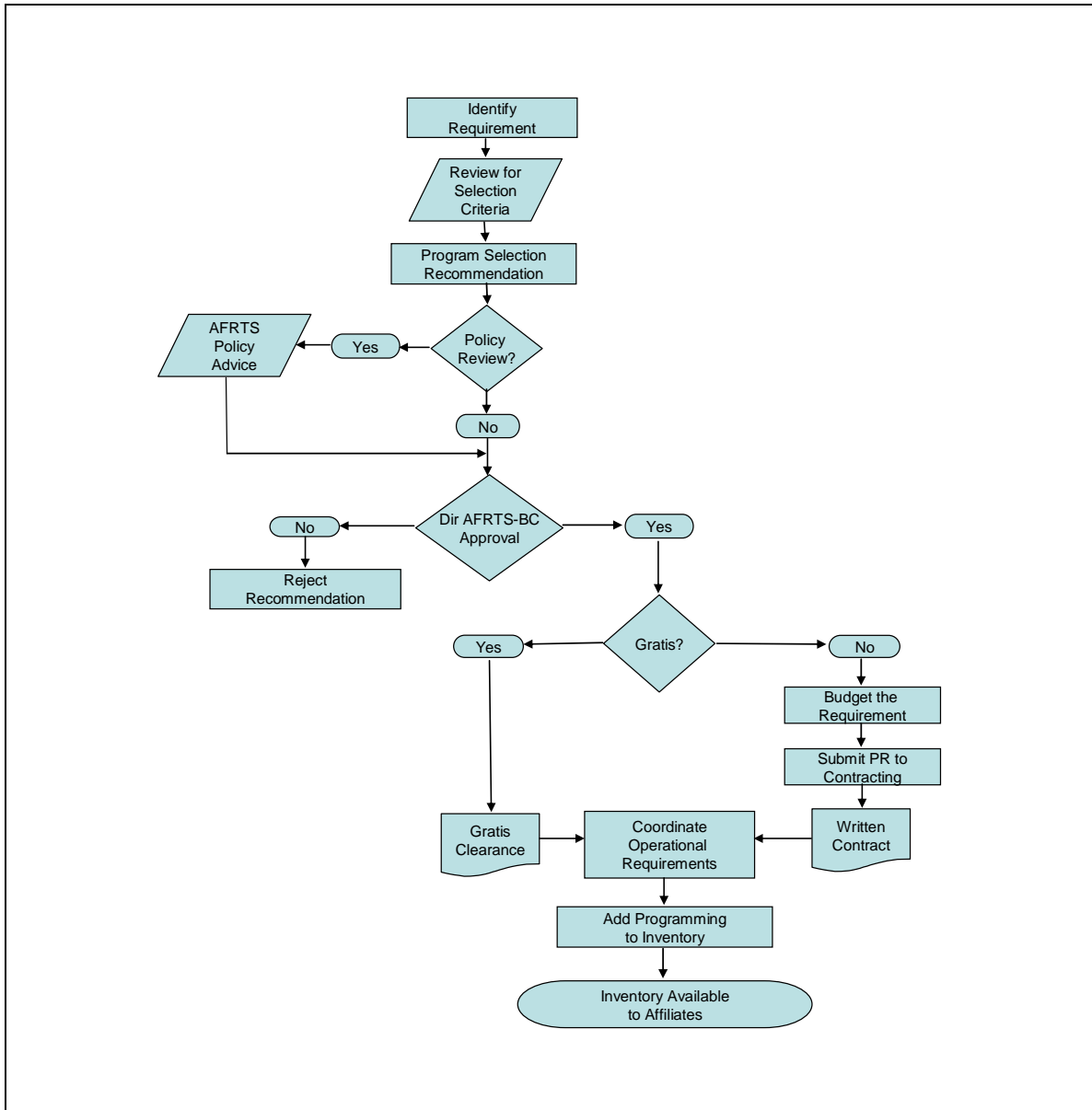


Figure E-1. AFN Radio Program Decision Making Process

Interviews conducted with managers indicated that the sensitivity of political talk-radio programming required an additional level of approval. Figure E-2 shows the process for political talk-radio programming.

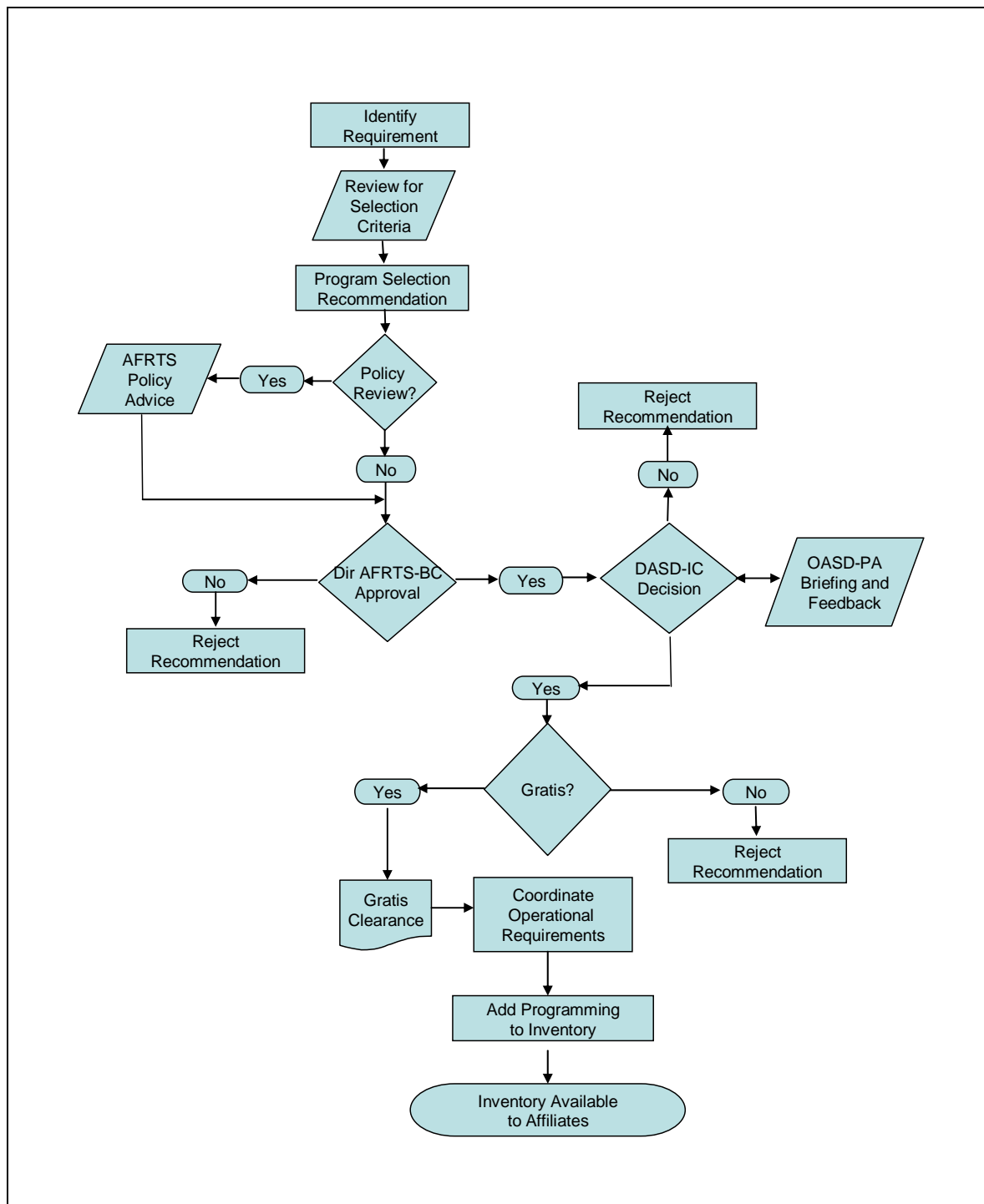


Figure E-2. AFN Radio Political Talk-Radio Program Selection Process

Appendix F. Report Distribution

Office of the Secretary of Defense

Assistant Secretary of Defense (Public Affairs)

Department of the Army

Auditor General, Department of the Army
Commander, Army Broadcasting Service

Department of the Navy

Naval Inspector General
Auditor General, Department of the Navy
Commander, Navy Broadcasting Service

Department of the Air Force

Auditor General, Department of Air Force
Commander, Air Force Broadcasting Service

Other Defense Organizations

Director, American Forces Information Service
Director, American Forces Radio and Television Service
Director, American Forces Network-Broadcast Center

Non-Defense Federal Organization

Office of Management and Budget

Congressional Committees and Subcommittees, Chairman and Ranking Minority Member

Senate Committee on Appropriations
Senate Subcommittee on Defense, Committee on Appropriations
Senate Committee on Armed Services
Senate Committee on Homeland Security and Governmental Affairs
House Committee on Appropriations
House Subcommittee on Defense, Committee on Appropriations
House Committee on Armed Services
House Committee on Government Reform

Congressional Committees and Subcommittees, Chairman and Ranking Minority Member (Cont)

House Subcommittee on Government Management, Finance, and Accountability,
Committee on Government Reform

House Subcommittee on National Security, Emerging Threats, and International
Relations, Committee on Government Reform

Senate Committee on Appropriations

House Subcommittee on Federalism and the Census, Committee on Government Reform

Honorable Bryon L. Dorgan, U.S. Senate

Honorable Tom Harkin, U.S. Senate

Honorable Gary L. Ackerman, U.S. House of Representatives

Honorable Tammy Baldwin, U.S. House of Representatives

Honorable Rick Boucher, U.S. House of Representatives

Honorable Sherrod Brown, U.S. House of Representatives

Honorable John Conyers Jr., U.S. House of Representatives

Honorable Joseph Crowley, U.S. House of Representatives

Honorable Rahm Emmanuel, U.S. House of Representatives

Honorable Bob Filner, U.S. House of Representatives

Honorable Raul M. Grijalva, U.S. House of Representatives

Honorable Michael M. Honda, U.S. House of Representatives

Honorable Steny H. Hoyer, U.S. House of Representatives

Honorable Barbara Lee, U.S. House of Representatives

Honorable Carolyn Maloney, U.S. House of Representatives

Honorable Betty McCollum, U.S. House of Representatives

Honorable Jim McDermott, U.S. House of Representatives

Honorable James P. McGovern, U.S. House of Representatives

Honorable George Miller, U.S. House of Representatives

Honorable James L. Oberstar, U.S. House of Representatives

Honorable Frank Pallone Jr., U.S. House of Representatives

Honorable Earl Pomeroy, U.S. House of Representatives

Honorable Janice D. Schakowsky, U.S. House of Representatives

Honorable Louise M. Slaughter, U.S. House of Representatives

Honorable Diane E. Watson, U.S. House of Representatives

Honorable Lynn C. Woolsey, U.S. House of Representatives

American Forces Information Service Comments



PUBLIC AFFAIRS

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
1400 DEFENSE PENTAGON
WASHINGTON, DC 20301-1400

SEP -5 2006

MEMORANDUM FOR PROGRAM DIRECTOR, DEFENSE FINANCIAL
AUDITING SERVICE

SUBJECT: Report on American Forces Network Radio Programming Decisions,
Project No. D2006-D000FI-0103.000

Reference your letter, August 2, 2006, same subject as above. The American Forces Information Service concurs with the recommendations contained on page 11 (paragraph 1) of subject report, as follows:

- a. AFRTS will update DoD Regulation 5120.20-R to provide written policies, controls, and procedures for the radio programming decision-making process.
- b. During the first quarter in Fiscal Year 2007, AFRTS will meet with AFN-BC to assess recommendations made in the Lund Survey, which will include our approach to programming political talk-radio programs on AFN Radio.

A handwritten signature in cursive script, appearing to read "Allison Barber", is positioned above the typed name.

Allison Barber
Deputy Assistant Secretary of Defense
for Internal Communications

CC:
HQ AFRTS
DMC



American Forces Network-Broadcast Center Comments



DEPARTMENT OF DEFENSE
DEFENSE MEDIA CENTER
23755 Z STREET
RIVERSIDE, CALIFORNIA 92518-2031

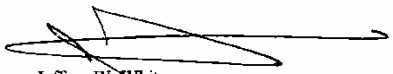
August 29, 2006

MEMORANDUM FOR PROGRAM DIRECTOR, DEFENSE FINANCIAL AUDITING SERVICE

SUBJECT: Report on American Forces Network Radio Programming Decisions,
Project No. D2006-D000FI-0103.000

Reference your letter, August 2, 2006, same subject as above. The American Forces Network-Broadcast Center (AFN-BC) concurs with the recommendations contained on page 11 (paragraph 2) of subject report, as follows:

- a. AFN-BC has updated its program acquisition procedures by adding a process to create and maintain written files that document gratis programming decisions for AFN Radio.
- b. During the first quarter in Fiscal Year 2007, AFN-BC will meet with HQ AFRTS to assess recommendations made in the Lund Survey, which will include our approach to programming political talk-radio programs on AFN Radio.


Jeffrey W. White
Executive Director

cc:
DASD-PA (IC)
HQ AFRTS

Team Members

The Department of Defense Office of the Deputy Inspector General for Auditing, Defense Financial Auditing Service prepared this report. Personnel of the Department of Defense Office of Inspector General who contributed to the report are listed below.

Paul J. Granetto
Carmelo G. Ventimiglia
George C. DeBlois
Barbara A. Purvis
G. Marc Queck